



Policy and Adjudicative Tribunals Division

The Path Forward

**2014-2019
Strategic Plan**

June 2014

Ministry of the Attorney General



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Message from Irwin Glasberg

**Assistant Deputy
Attorney General**

The Policy and Adjudicative Tribunals Division is responsible for critical work in the spheres of tribunal partnerships, policy development and Aboriginal relations that contributes in a fundamental way to the justice system in this province. It is staffed by a highly accomplished group of professionals with whom I am proud to work.

I am pleased to bring you the division's first Strategic Plan, *The Path Forward*, to which every member of the division contributed directly. This plan will provide us with a common focus, shared values, clear direction and specific results to achieve. My goal is for all of us to use this Plan to guide our work in the coming years.

The four strategic priorities we have identified illustrate the broad and challenging nature of our work: outcome driven and evidence-based policy development; collaborative partnerships that seek to modernize the administrative justice system; collaboration with Aboriginal partners to address justice issues affecting Aboriginal Peoples; and fostering a professional and respectful workplace that strives to deliver client-focused, quality service.

The Path Forward will help guide our activities as a division, both ensuring and demonstrating how our work supports the ministry's vision of an innovative, sustainable and responsive justice system and it will contribute to the three key ministry priorities of modernization, capacity-building and accountability.

At our divisional strategic planning session, attended by all staff, the Deputy noted that the biggest challenge as a ministry is determining how to meet the evolving needs of the public. To address that challenge effectively, we need to do two things: choose among competing priorities through a process of collective decision-making and consensus-building and holding ourselves accountable by measuring and tracking results.

I hope that as you review this Plan, you will see that we are on the path to achieving these objectives.

Irwin Glasberg
Assistant Deputy Attorney General

Who We Are

Our Organization

Our division is responsible for maintaining and enhancing the policy foundation for the Ministry of the Attorney General (MAG), playing a leadership role in support of Ontario's administrative justice system and collaborating with Aboriginal partners regarding justice issues affecting Aboriginal Peoples.

Specifically, the division supports the policy and legislative agenda of MAG, provides strategic, legal and corporate policy advice and expertise, manages relationships and creates partnerships with the ministry's adjudicative clusters/tribunals and works to enhance the ministry's capacity to address systemic barriers related to Aboriginal Peoples. We also collaborate with ministry divisions and other justice ministries to coordinate Federal/Provincial/Territorial (FPT) relations on justice sector issues.

Our People

Our people are our most valuable resource. They bring a diverse set of skills and expertise to address a wide range of issues in order to accomplish the ministry's goals.

Our Partners and Stakeholders

We recognize that our collective efforts towards achieving an innovative, sustainable and responsive justice system will be achieved through meaningful collaboration with our partners and stakeholders, both internally and externally. These include our colleagues and partners from across the ministry and the Ontario Public Service (OPS), adjudicative tribunals, Aboriginal communities and organizations, self-regulated professions and other levels of government.

Our Clients

We provide a variety of justice services internally and externally to a diverse group of clients with a broad range of needs and interests. Our services aim to ensure that the administration of justice is responsive and fair for the benefit of a wide spectrum of clients.

Our Core Purpose

The core purpose of the Policy and Adjudicative Tribunals Division (PATD) articulates the “**why**” behind what we do, defines our credibility and establishes loyalty and trust with those we work with and for.

The core purpose of the division is to:

Support a modern and sustainable justice system that is responsive and fair to the changing needs of Ontario’s diverse population.

Respect

Inclusion

Collaboration

Trust

Diversity

Fairness

Accountability

Creativity

Integrity

Excellence

Efficiency

Proactivity

Courage

Responsiveness

Our Values

Whether we are aware of it or not, our everyday work is founded on a set of core values which guide us in all we do and in our interactions with clients, stakeholders and partners. These values are the standards to which we hold ourselves accountable and give us a sense of pride in our work.

While we are guided by the established value frameworks of the OPS (trust, fairness, diversity, excellence, creativity, collaboration, efficiency, responsiveness) and the ministry (excellence, inclusion, collaboration, courage, respect, accountability, integrity), the following values resonate most with the culture of our division: **respect, collaboration, fairness, creativity, excellence, proactivity and responsiveness.**

These values not only support our core purpose, but also reflect the work ethos and diversity within PATD. We strive to promote and demonstrate these values in our day to day relationships and rely on them to serve as constant reminders of how we wish to conduct ourselves as public servants.

Our Environment

Our environment is constantly evolving. Every day we encounter multiple challenges and opportunities that impact what we do as a division. Planning for the future means making critical linkages between issues and challenges that impact the work we do today and creating fiscally sustainable and innovative solutions to help us deliver our mandate tomorrow. Being proactive, transparent and responsive will allow us to mitigate risks and help ensure that the people of Ontario receive a high quality of service and value for money. Anticipating these factors puts us on a track to creating an environment that is proactive and responsive.

Below are key environmental factors that impact the work of PATD:

Socio-Demographic

The workplace and its culture are changing. A large proportion of the population is retiring and many new graduates and new Canadians are entering the workforce. We increasingly depend on real time information, quick decisions, less hierarchy and measurable outcomes. Supporting and transitioning to a modern, responsive and robust workforce will enable us to welcome and accommodate new perspectives. A key enabler to a successful transition is to address attrition by attracting and retaining a workforce that is reflective of the diversity in Ontario and encouraging personal and professional growth.

Collaboration & Synergies

The success of the division is dependent on creating synergies within PATD branches, in concert with MAG divisions and across ministries, agencies and partner organizations. Exploring and putting in place innovative and collaborative approaches to service delivery will allow us to work seamlessly with our partners.

Economic Environment

As we work with our partners across Ontario and Canada to respond to justice needs, the ongoing fiscal constraints in Ontario will continue to challenge us to allocate resources efficiently and effectively to address competing demands. This will require a dedicated focus on strengthening the capacity of our workforce so that our people, issues and resources are integrated to create and take advantage of opportunities for innovation. It also means directing our energies to develop evidence-based policy and legislative reforms aimed at modernizing the justice system, improving access to justice and optimizing scarce resources.

Political/ Legal/ Regulatory

Our division must be responsive to a complex political, legal and regulatory environment. As such, we encounter increased demand internally and externally for higher quality justice services that are delivered in a timely and effective manner. This reality requires us to do better with the resources we have at our disposal. Enhancing and building relationships to avoid duplication of services is critical to delivering superior public services. Proactively responding to public expectations with innovative approaches to our work will require the exploration of both legislative and non-legislative solutions. It also requires us to be flexible enough to respond to challenges resulting from an evolving political climate and to stretch ourselves as public servants.

Technology

Responding to the real time needs of our partners and the public means being courageously innovative in using technology to communicate and to engage our clients. Achieving the ministry's strategic priority to modernize and streamline processes and technology will ensure better coordination of IT resources and improve service delivery. Actively using social media and cutting edge technologies to create greater access to justice supports the government's commitment to open data, open information and open dialogue with citizens. This requires investments in training and skills development so that the multi-generational workforce can consistently provide value for money. There is also a need to invest in knowledge management in order to ensure that institutional capacity is preserved so that the organization can effectively evolve over time.

Industry/ Supplier

By sharing and exploring service delivery responsibilities with non-government organizations, community-based organizations, law schools and others, we will create more transparent and inclusive decision-making processes. Such collaborative partnerships will help us to further focus on our mandate, as well as share accountability and risks with other organizations, all while developing a greater sense of joint responsibility to deliver on the public good.

People of Ontario/ Clients

The people of Ontario deserve exceptional justice sector services. PATD must actively shift its thinking from managing stakeholders to working collaboratively as partners. To enable this outcome, we recognize and appreciate the need to engage and support open dialogue with the public, partners and stakeholders on law reform, service delivery, and increasing value for money. Open consultation with stakeholders and the public allows the division to enhance current processes and services to meet the justice-related needs of Ontarians.

Ministry Vision

An Innovative, sustainable and responsive justice system that inspires public confidence and upholds the rule of law.



Ministry Mission

To administer the justice system, protect the public and ensure legality in government. We accomplish this by fostering an inclusive environment that values service excellence, access to justice, accountability, innovation, and responsiveness to the evolving needs of Ontario.

Ministry Priorities

Modernize and streamline processes and supporting technology while maintaining core ministry functions.

Develop and retain a skilled and engaged workforce.

Promote accountability and value for money.

Ministry Strategic Goals

1. Enhance access to justice through increased channels of service to the public.	2. Develop efficient and technology-enabled business processes.	5. Increase workforce flexibility and mobility.	6. Develop leadership management and professional skills.	8. Instill a culture of continuous evaluation and improvement.	9. Improve evidence-based decision making.
3. Focus on core business.	4. Optimize allocation of human resources and physical infrastructure.	7. Become an employer of choice within the OPS.	10. Increase public reporting of outcomes.	11. Promote accountability across justice system participants.	

Division Mandate

To proactively support the ministry's vision of an innovative, sustainable and responsive justice system through: high quality and responsive justice and corporate policy services; strategic partnerships with our tribunal clients; and meaningful improvements in Aboriginal Peoples' experience with the justice system.

Our Strategic Priorities

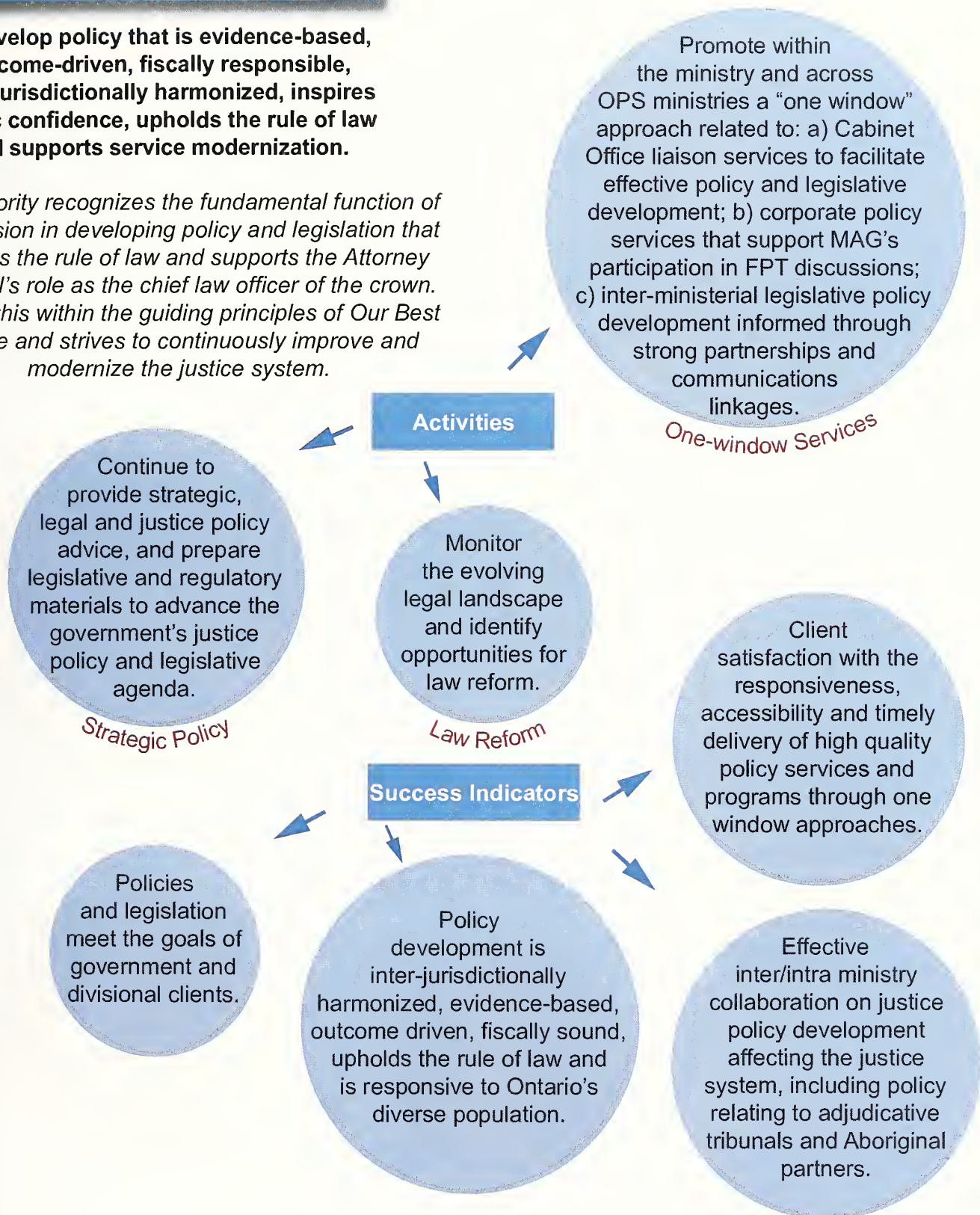
To deliver this mandate, we have identified four strategic priorities that will guide our work over the next five years. The following strategic priorities are aligned with the ministry's priorities of modernization, capacity building and accountability, and will contribute to the achievement of the ministry's 11 strategic goals:

-  ***Develop policy that is evidence-based, outcome-driven, fiscally responsible, inter-jurisdictionally harmonized, inspires public confidence, upholds the rule of law and supports service modernization.***
-  ***Through collaborative and strategic partnerships with our clusters and tribunals, associated policy ministries and ministry colleagues, seek to modernize Ontario's administrative justice system and deliver quality client services.***
-  ***Work with government and Aboriginal partners to increase participation of Aboriginal People on juries and the ministry's capacity to address justice issues affecting Aboriginal Peoples.***
-  ***Foster a culture of collaboration, maintain a professional workplace that respects diversity, inclusiveness and accessibility, support the learning priorities of our teams and strive to deliver client-focused quality service.***

Strategic Priorities, Activities, and Success Indicators

1. Develop policy that is evidence-based, outcome-driven, fiscally responsible, inter-jurisdictionally harmonized, inspires public confidence, upholds the rule of law and supports service modernization.

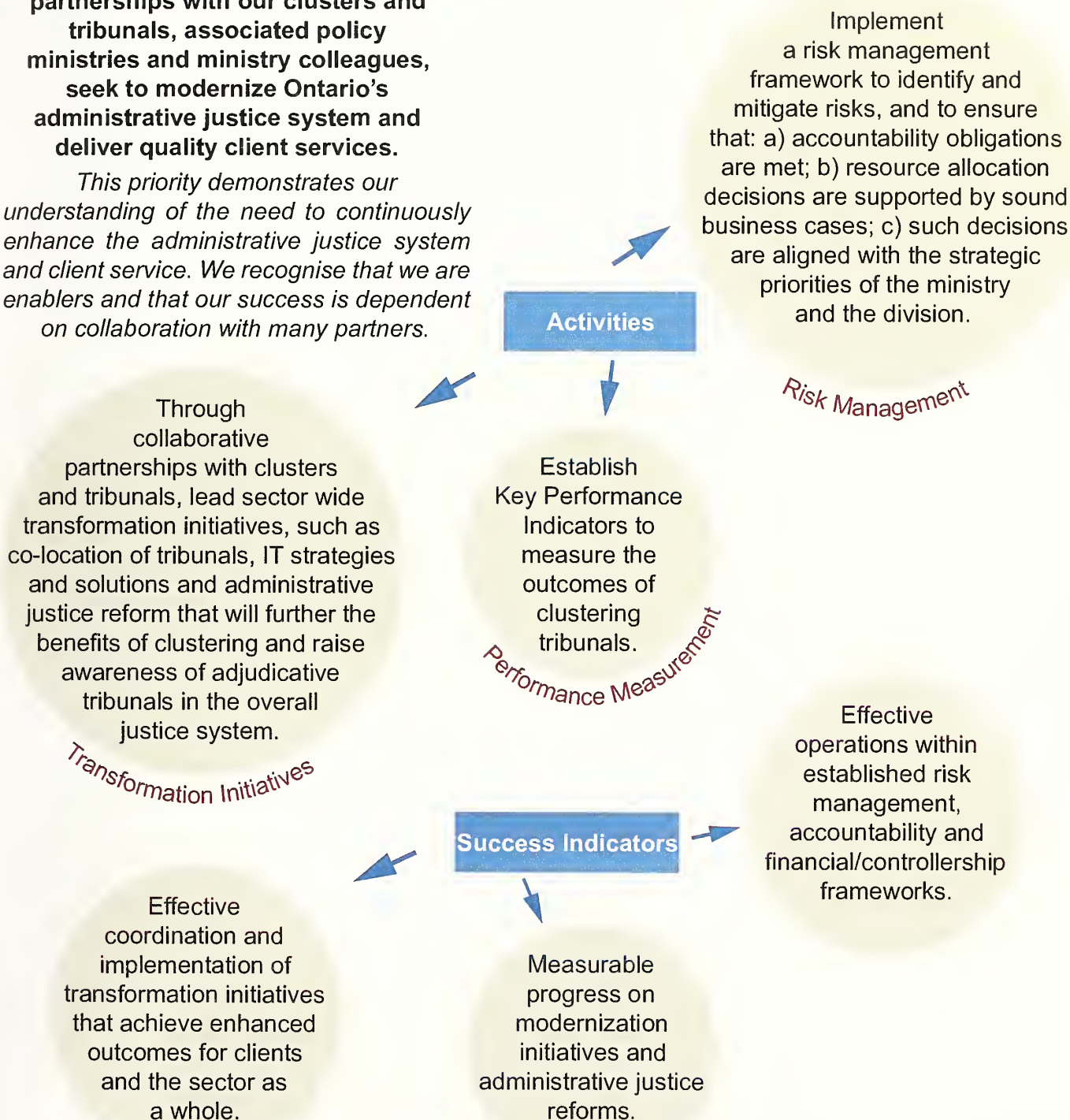
This priority recognizes the fundamental function of the division in developing policy and legislation that upholds the rule of law and supports the Attorney General's role as the chief law officer of the crown. It does this within the guiding principles of Our Best Advice and strives to continuously improve and modernize the justice system.



Strategic Priorities, Activities, and Success Indicators

2. Through collaborative and strategic partnerships with our clusters and tribunals, associated policy ministries and ministry colleagues, seek to modernize Ontario's administrative justice system and deliver quality client services.

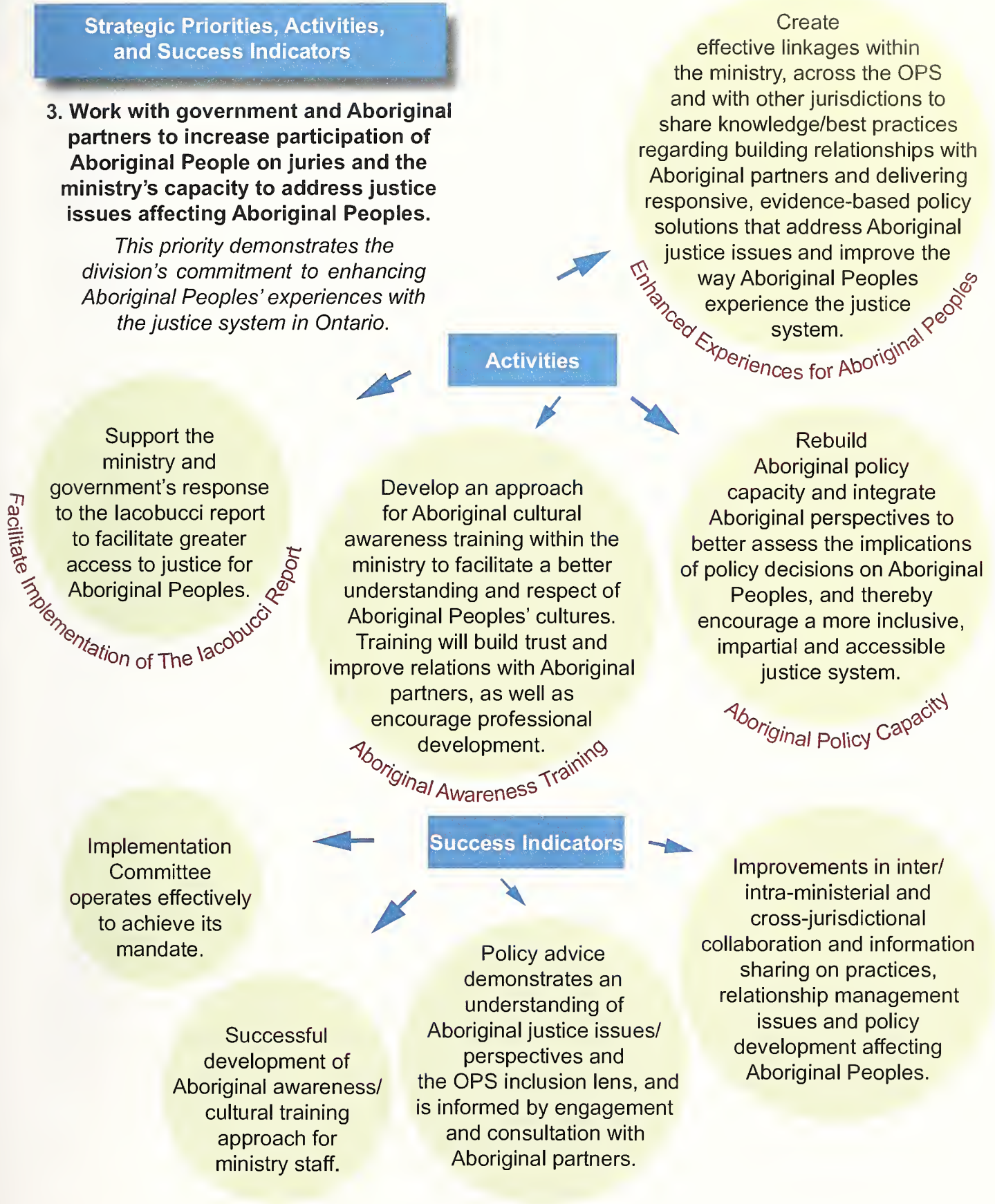
This priority demonstrates our understanding of the need to continuously enhance the administrative justice system and client service. We recognise that we are enablers and that our success is dependent on collaboration with many partners.



Strategic Priorities, Activities, and Success Indicators

3. Work with government and Aboriginal partners to increase participation of Aboriginal People on juries and the ministry's capacity to address justice issues affecting Aboriginal Peoples.

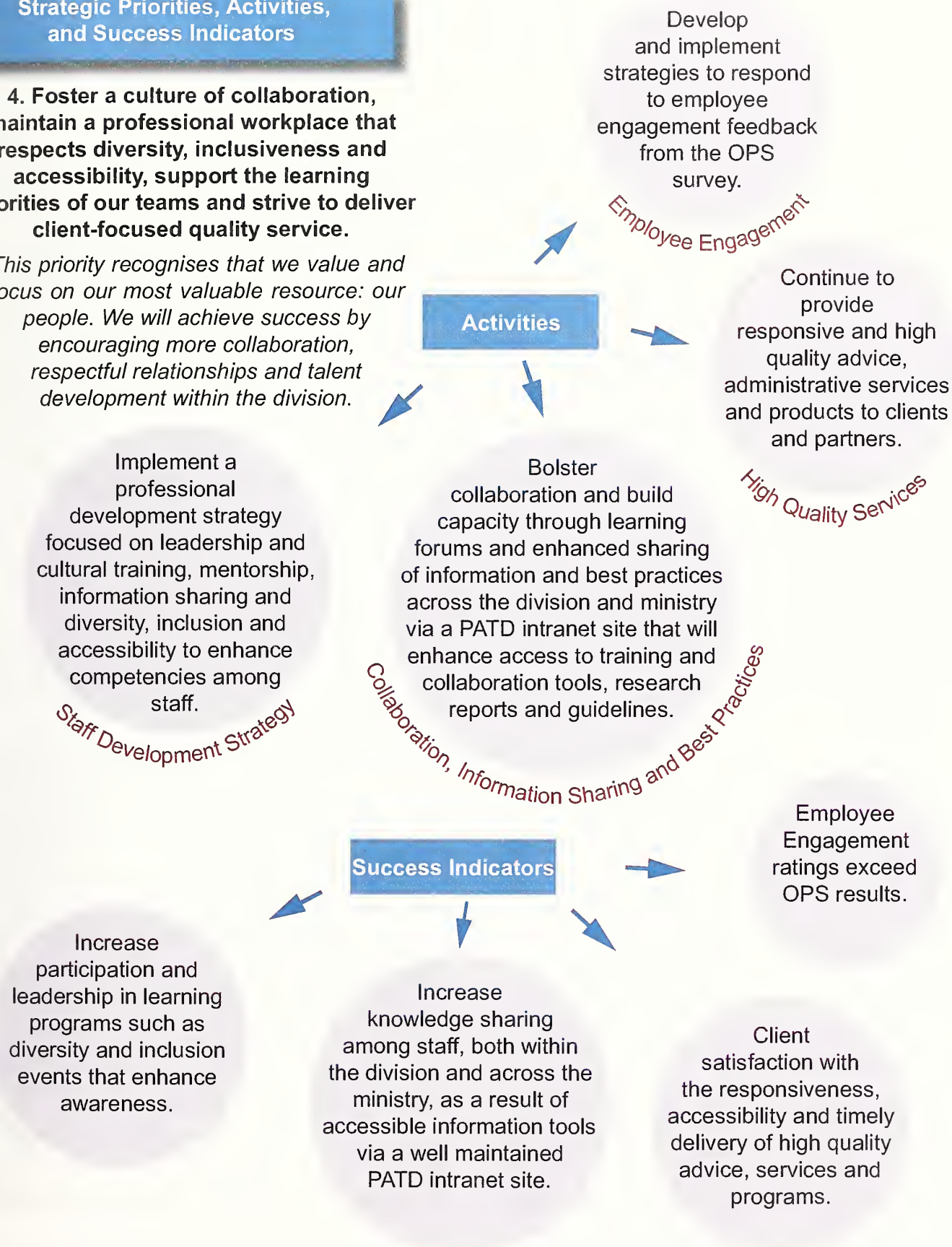
This priority demonstrates the division's commitment to enhancing Aboriginal Peoples' experiences with the justice system in Ontario.



Strategic Priorities, Activities, and Success Indicators

4. Foster a culture of collaboration, maintain a professional workplace that respects diversity, inclusiveness and accessibility, support the learning priorities of our teams and strive to deliver client-focused quality service.

This priority recognises that we value and focus on our most valuable resource: our people. We will achieve success by encouraging more collaboration, respectful relationships and talent development within the division.



Policy and Adjudicative Tribunals Division

Assistant Deputy Attorney General's Office

Justice Policy
Development
Branch

Jury Review
Implementation
Team

Corporate Policy
and Tribunal
Relations Branch

Ministry of the Attorney General Adjudicative Clusters and Tribunals

Environment and Land Tribunals Ontario Cluster

Assessment Review Board
Board of Negotiation
Conservation Review Board
Environmental Review Tribunal
Ontario Municipal Board

Criminal Injuries Compensation Board

Safety, Licensing Appeals and Standards Tribunals Ontario Cluster

Animal Care Review Board
Fire Safety Commission
Licence Appeal Tribunal
Ontario Civilian Police
Commission
Ontario Parole Board

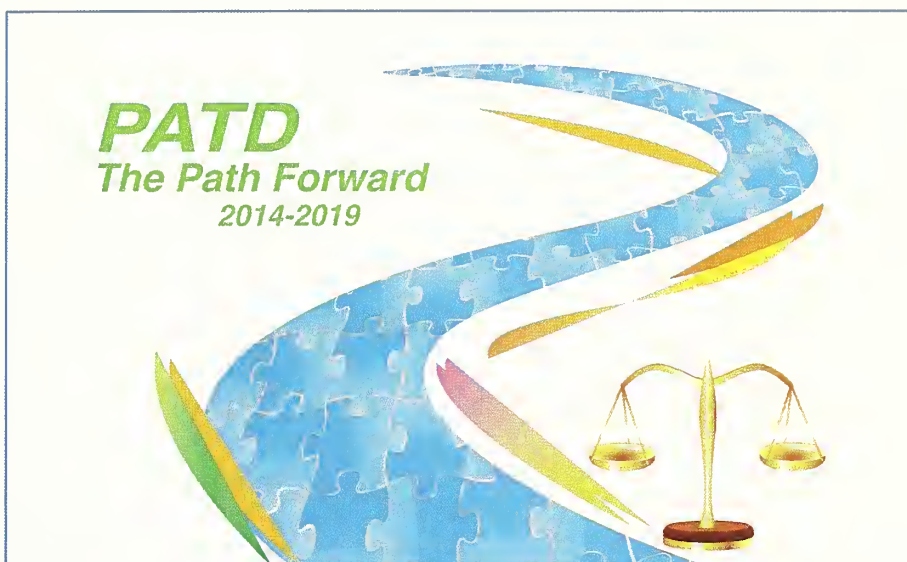
Social Justice Tribunals Ontario Cluster

Child and Family Services
Review Board
Custody Review Board
Human Rights Tribunal
of Ontario
Landlord and Tenant Board
Ontario Special Education
(English) Tribunal
Ontario Special Education
(French) Tribunal
Social Benefits Tribunal

Launch of *The Path Forward*

February 24, 2014





Acknowledgement

This strategic plan is a reflection of the collaborative effort among all the staff of the Policy and Adjudicative Tribunals Division. The plan could not have been produced without everyone's participation. Special thanks goes to Valerie Cao, Saswati Deb, Ian Dyament, Karin Eisen, John Lee, Jason Niblock, Astero Patsali, Kiara Paylor and Adrienne Rogers, members of the Strategic and Business Planning Committee, for volunteering their time and energy to making the division's Strategic Planning Day a great success and for preparing the final written plan.

Ministry of the Attorney General
Policy and Adjudicative Tribunals Division
THE PATH FORWARD - A Strategic Roadmap 2014-2019

Ministry of the Attorney General																			
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Administer the justice system, protect the public and ensure legality in government. We accomplish this by fostering an inclusive environment that values service excellence, access to justice, accountability, innovation, and responsiveness to the evolving needs of Ontario.																			
Modernize and streamline processes and supporting technology while maintaining core ministry functions.																			
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Promote accountability and value for money.																			
Goals	Priorities	Mission	Vision																
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Core Purpose																			
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Policy and Adjudicative Tribunals																			
Strategic Priorities																			
<ul style="list-style-type: none">Strategic PolicyOne-window ServicesLaw Reform				<ul style="list-style-type: none">Transformation InitiativesRisk ManagementPerformance Measurement				<ul style="list-style-type: none">Facilitate Implementation of the Iacobucci ReportAboriginal Awareness TrainingAboriginal Policy CapacityEnhanced Experiences for Aboriginal Peoples											
								<ul style="list-style-type: none">Staff Development StrategyCollaboration, Information Sharing and Best PracticesHigh Quality ServicesEmployee Engagement											
Activities																			
About Us																			
Our Environment																			
<ul style="list-style-type: none">New and intergenerational workforceNeed to collaborate with many diverse interests to deliver on the public goodAllocation of resources must optimize service delivery and efficienciesInnovation through technology is necessary to improve access to justice and address diverse needsLaw reform continues to be a priority																			
Our Partners																			
<ul style="list-style-type: none">Clusters/Adjudicative tribunalsAboriginal communitiesSelf-regulated professionsOther levels of governmentOther ministries/MAG divisionsCentral agencies																			
Our Success Indicators																			
<ul style="list-style-type: none">Policy development meets government goals and clients' needsIncreased collaboration, harmonization and improvements in policy developmentStrategic partnerships with stakeholdersIncreased awareness about Aboriginal cultural, diversity and inclusionImproved outcomes for Aboriginal Peoples within the justice systemEffective transformation initiatives and client satisfaction with servicesIncreased awareness of the administrative justice system																			
Values																			
Respect	Creativity	Inclusion	Integrity	Collaboration	Excellence	Trust	Efficiency	Diversity	Proactivity	Fairness	Accountability								
									Courage		Responsiveness								

RESPONSIVENESS

DEPENDABLE RESPECT INCLUSIVE
INSIGHT IMPARTIAL ADVICE

EFFICIENCY
RELEVANCY
TEAM
INCLUSIVE
FAIR
CREATIVITY
FLEXIBILITY
DIVERSITY
INTEGRITY
DIVERSITY
INTEGRITY

FAIRNESS

IMPARTIAL ADVICE TRUST
COLLEGIALITY HELPFUL

FLEXIBILITY
PARTNERSHIPS
SMILE
TRUST
DIVERSITY

CREATIVITY

EXCELLENCE
RESPECT
PROFESSIONAL
RELATIONSHIPS EXPERTISE

PROACTIVITY

POLITICAL NEUTRALITY SMILE
HELPFUL
ADAPT
SOCIAL JUSTICE RELATIONSHIPS
OPEN-MINDEDNESS EFFICIENCY
FUN
FAIR
INTEGRITY

RESPECT

EXCELLENCE
INSIGHT
CHANGE
STRATEGIC POLICY ADVICE
BALANCED PERSPECTIVE

LEADERSHIP
EXPERTISE
FLEXIBILITY
INSIGHTFUL
HELPFUL

COLLABORATION

TRANSPARENCY TEAM
HOPE DETERMINATION

Policy and Adjudicative Tribunals Division

